
Level of Effectiveness of Strategic Planning on Work Performance and Productivity of Employees

Beverly B. Samosa, Ph.D* & Honey Pearl B. Omay, MPA**

**Local Government Unit of Calamba*

***Provincial Government Office, Misamis Occidental*

ABSTRACT

It is the objective of this study to determine the effectiveness of strategic planning on organizational performance and productivity of the 74 employees in the provincial government of Misamis Occidental. The strategic planning was measured in terms of objectives, vision, mission, internal analysis and external analysis. Organizational performance of the employees included their efficiency of internal process and goals realization. The quantitative correlational method of research was used. The questionnaire was the main data-gathering tool with items subjected to a reliability test using the Cronbach alpha coefficient. Descriptive and inferential statistics used frequency, percentage, weighted mean and standard deviation; Kruskal-Wallis and t-test for significant difference and the Spearman rho correlation coefficient for the significant.

The employees noted that the objectives of their organization are very effective in providing direction and promoting actions toward goal-oriented activities. The internal processes of the organization were very effective as different departments ensured that work teams follow direction, there is guidance to maintain success of objective measures.

The provincial governments and institutions should revisit their policies to implement and monitor operational objectives. The organizations should formulate enhancement activities or professional development for their employees. Future researches may be undertaken using other performance indicators of long-term development programs to evaluate the effectiveness of strategic planning.

Keywords: *Strategic planning, work performance, productivity, employees, provincial government*

INTRODUCTION

Management and consultants are expected to make strategic decisions that have an influence on the organizations in which they work or consult. The research on organizational contingencies and opportunity appraisal has had an impact on the study of judgment and decision making. A substantial amount of information and data must be gathered by managers and consultants before they can make official decisions.

In order to acquire a better understanding of how strategic planning is applied in practice, it is necessary to gain a better understanding of the relationship between strategic planning and organizational performance. For strategic planning to be effective and practical, it is necessary to have buy-in and participation from all levels of the organization. It also requires

the resolution of inherent difficulties such as departmental rivalry, resistance to change, resource requirements, and resource allocation, to name a few.

When it comes to organization-wide research, organizational performance is the most frequently used dependent variable nowadays. However, in the realm of organizational research, it is one of the most imprecise and poorly defined variables available. Whenever an organization acts, it does so in the context of its external environment. This external environment comprises factors such as political, economic, social, cultural, environmental, and technological factors. Enhancing organizational performance has as its primary goal the enhancement of the effectiveness and efficiency of the organization.

Employee productivity has remained a significant aspect in the success of most businesses, including those in the public sector, for decades. Understanding the factors that contribute to productivity is critical to improving overall performance and increasing efficiency. According to research, productivity is controlled by a small number of elements, and workers are generally aware of the factors that influence their productivity.

It will become evident that considerable productivity gains in public-sector firms are possible if specific productivity limiters functioning in the government workplace are recognized. Companies that operate within the framework of well-formulated strategic plans are more likely to survive and improve their performance, according to previous research findings. Although such study evidence exists in the literature, organizations are nevertheless unable to prevent themselves from either not having a strategy plan or from failing to put their strategy plan into action.

Strategic plans are created by the vast majority of firms in order to make managerial and administrative obligations easier, rather than with the intention of improving overall performance. Formal strategic planning was first studied empirically in 1999, when scholars began to look at the effectiveness and effects of such planning. Since then, more than 40 planning-performance studies have been published in peer-reviewed journals (Thune and House, 1999; Ansoff et al., 2001; Herold, 2001).

The province government of Misamis Occidental has begun a process of strategic planning to guide its development. The development of long- and short-term plans has been based on an examination of several aspects of planning. The institution has conducted assessments of its own strengths, weaknesses, opportunities, and dangers, among other things. Periodic examination and monitoring of the organization's plans have paved the path for the identification of some of the organization's weaknesses.

As a department head of the Human Resource department, the researcher believed it was necessary to investigate the relationship between strategic planning, performance and productivity of the personnel of the provincial government of Misamis Occidental in Oroquieta City.

It is the objective of this study to determine the effectiveness of strategic planning on organizational performance and productivity of the employees in the provincial government of Misamis Occidental. Specifically, the study endeavored to answer the following topics: 1. the level of effectiveness of strategic planning as perceived by the employees in terms of objectives, vision, mission, internal analysis and external analysis; 2. a significant difference in the perceptions of the employees on the effectiveness of strategic planning when they are

grouped according to their gender, years of service, and educational attainment; 3. the level of organizational performance as perceived by the employees in terms of efficiency of internal process and goals realization; 4. the level of organizational productivity as perceived by the employees; 5. significant relationship between the level of effectiveness of strategic planning and their organizational performance; 6. significant relationship between the level of effectiveness of strategic planning and their organizational productivity; and 7. significant relationship between the organizational performance and productivity.

The findings and implications of the study may be benefited by the staff or employees of the human resource department and other departments or agencies of the governments. It will fill a gap in literature on the impact of strategic planning on organizational performance and survival. The study will help to provide department heads with criteria to follow in implementing operational objectives.

METHODOLOGY

The descriptive method of research was used. The research was conducted in the provincial government of Misamis Occidental during the calendar year 2022. This study involved 74 employees of the provincial government of Misamis Occidental. The questionnaire was the main data-gathering tool. The questionnaire items were subjected to a reliability test using the Cronbach alpha coefficient for internal consistency of the items.

The data were subjected to descriptive and inferential statistics. Descriptive analysis of the data used the frequency, percentage, weighted mean and standard deviation. Tests of statistics used the Kruskal-Wallis and t-test for significant difference and the Spearman rho correlation coefficient for the significant relationship of the variables. Data analysis were done using the SPSS and online data analysis calculators.

RESULTS AND DISCUSSIONS

Level of Effectiveness of Strategic Planning

The effectiveness of strategic planning was perceived by the employees which was measured in terms of vision, objectives, mission, internal analysis and external analysis. The perceptions of the participants are reflected in Tables 1 to 5.

Objectives. Table 1 presents the perceptions of the employees as regards the effectiveness of strategic planning in terms of vision. The weighted average mean of 4.55 signifies that most of the participants described their organizational vision as very effective. The vision of the organization was very effective as this serves as communication tool by which the purpose of the organization and its various departments are shared and deliberated among the employees and the stakeholders. It is very important that the purpose of the organization is well understood by its constituents so that their activities and plans of actions are geared towards the same purpose with the organizational goals and objectives. All of this means nothing unless a leader can also inspire and communicate that vision to the group. The capacity to communicate the vision implies a key leadership-employee covenant of thoughtfulness, inclusiveness, and respect. Together, they can accomplish it. That boosts employee engagement and helps recruit and retain talent.

Management establishes the organization's objectives before any planning or decision-making operations can begin. Every organization is designed in such a way that it makes use of all available resources in order to fulfill the goals specified by its leaders. Affective linkages and input from the environment are expressed via them. Objectives have a significant impact on the way people interact with their surroundings. The determination of the organization's aims is influenced by the environment. The objectives of the organization should be acceptable to all of its participants.

In addition, it is also noted by the employees that their organizational vision is very effective as this provides motivation and inspires them to keep on going and to achieve the purposes of the organization. A defined vision guides every strategic activity and decision. Consider it in terms of talent management. A visionary talent strategy will include a platform that is social and mobile, flexible and timely, developed with this specific target group in mind. If not, the approach fails to support the vision.

Table 1

Level of Effectiveness of Strategic Planning in Terms of Vision

Statements	WAM	SD	I
1. Communicates the purpose of the organization to the employees and stakeholders.	4.64	0.56	VE
2. Provides motivation and inspires employees to keep on going and to achieve the purposes of the organization.	4.57	0.60	VE
3. Helps to keep employees move forward and move through constraints and limitations.	4.45	0.67	VE
4. Ensures that all the decisions made are properly aligned with what the organization hopes to achieve.	4.50	0.62	VE
5. Develops commitment to respective jobs.	4.61	0.68	VE
Grand Mean	4.55	0.63	VE

Legend: 4.50 – 5.00 Very Effective (VE) 3.50 – 4.49 Effective (E)
2.50 – 3.49 Fairly Effective (FE) 1.50 – 2.49 Less Effective (LE)
1.00 – 1.49 Not at All Effective (NE)

Mission. Table 2 presents the perceptions of the employees on the effectiveness of strategic planning in terms of mission. Generally, the employees described their mission as very effective aspect of strategic planning. This is shown in the weighted average mean of 4.48 which is interpreted as very effective. Through the mission, the institution or organization is well-introduced and known as an agency or a governmental institution or organization.

Organizations exist to meet a social need. This is part of their mission. A mission statement describes an organization's function in society. It relates to the society's specific demands, such as knowledge.

Mission is a notion that embodies an organization's purpose. For Thompson (1997), mission is the “essential purpose of the company, specifically why it is in business, and the consumers

it strives to serve and satisfy.” He defines mission as the “purpose or rationale for an organization's existence”.

Through understanding the mission of the organization, employees can spell out and discuss fully the different services that their agencies or departments are offering to the community and stakeholders. In addition, employees are appropriately and coherently guided for the workplace and make decisions on its development with the mission statement.

Table 2

Level of Effectiveness of Strategic Planning in Terms of Mission

Statements	WAM	SD	I
1. Defines the organization as provincial government.	4.64	0.56	VE
2. Describes the services that the provincial government provides.	4.43	0.62	VE
3. Defines the customers they cater or serve.	4.47	0.58	VE
4. Provides the direction of the organization that need to follow.	4.50	0.58	VE
5. Provides the employees with a clear and effective guide for making decisions.	4.38	0.75	VE
Grand Mean	4.48	0.62	VE

Objectives. The effectiveness of strategic planning in terms of objectives as perceived by the employees is revealed in Table 3. The weighted average mean is 4.37 which indicates very effective. The employees noted that the objectives of their organization are very effective as these provide direction and promote actions toward goal-oriented activities. It is for this reason that having a transparent system in place is essential. People concentrate on the aims that are most beneficial to their organizational advancement. The growth of the entire corporation is what counts.

Because performance assessment is standardized, everyone may contribute to the achievement of the goals. Common objectives foster a sense of unity in action, vision, and goals among all members of the organization's workforce. The planning and implementation of critical processes is guided by the organizational objectives that have previously been established. Action plans, policies, programs, and processes are easier to define when the company's objectives are taken into consideration. When employees understand that their activities are making a difference in the success of the firm, they are more driven and pleased.

Table 3

Level of Effectiveness of Strategic Planning in Terms of Objectives

Statements	WAM	SD	I
1. Gives insights on which activities are necessary to carry out the plans of the organization.	4.47	0.65	VE
2. Provides directions and promotes actions toward goal-oriented activities.	4.50	0.65	VE

3. Challenges the employees to achieve their goals and show success.	4.43	0.78	VE
4. Gives the employees the definite list of what are needed to accomplish.	4.34	0.80	VE
5. Helps the employees to measure their own accomplishment and deficiencies or non-compliance.	4.28	0.77	VE
6. Makes an excellent benchmark to gauge the organization's success in an objective way.	4.19	0.68	E
Grand Mean	4.37	0.72	VE

Internal Analysis. In Table 4, the perceptions of the employees as to the effectiveness of strategic planning in terms of internal analysis are evident. The grand mean of 4.27 implies that most of the employees consider the internal analysis as very effective aspect of strategic planning.

Internal analysis was considered by most of the employees as very effective as they had the chance to evaluate their accomplishment, gaps and analyze which aspect of their tasks and goals fall short and the possible reasons of the gaps. Some of the set goals may not be fully achieved at the end of the time frame, but with internal analysis being conducted, the organization will have the opportunity to modify and adopt some changes. With very effective internal analysis, the organization monitor implementation strategies of their plans especially those processes that the organization are very well of doing. With internal analysis, organization could serve their clients and stakeholders with continuously improved services.

Most employees leaned on internal analysis to identify the needs of their customers and clients especially the people and stakeholders in the province of Misamis Occidental. With these identified needs, they are able to conceptualize array of solutions to problems. The provincial government employees could anticipate challenges, strengths and weaknesses and examine the office's resources and capabilities.

Table 4

Level of Effectiveness of Strategic Planning in Terms of Internal Analysis

Statements	WAM	SD	I
1. Helps employees to identify performance deficiencies of the organization.	4.26	0.76	VE
2. Shows the comparison between the current state of performance to desired or success.	4.32	0.74	VE
3. Helps to identify and understand gaps that exist between what are accomplished and the desired goals.	4.31	0.74	VE
4. Encourages to formulate or create series of actions that will bridge gaps.	4.26	0.79	VE
5. Ushers to identify flaws in resource allocation and planning.	4.20	0.79	E
6. Directs to evaluate strategies implementation.	4.31	0.79	VE

7. Encourages to make evaluation of the core competencies of the various departments.	4.22	0.82	VE
8. Leads the organization to create strategies which focus on what it does well and that provides unique value to its clients.	4.31	0.78	VE
Grand Mean	4.27	0.78	VE

External Analysis. The perceptions of the employees on the effectiveness of strategic planning in terms of external analysis are illustrated in Table 5. As shown from the data, most of the employees considered external analysis as very effective in their strategic planning. The weighted average mean of 4.26 attests of the very effective perceptions of the employees on external analysis.

One noted exercise of external analysis is the evaluation and validation of the costings of the material resources of the projects implemented in the organization. With the economic instability and inflation rate which keeps on fluctuating, it is very important for the offices responsible to monitor and keep track of the changes in the budget and financial allocations of projects of the provincial government.

The use of external analysis can assist organizations in adapting to change and streamlining their present services in order to better meet the demands of their client base. Doing an external analysis can assist the government offices in guiding their offices to greater success. Organization must first grasp the advantages and essential components of an external review.

The participants noted that with external analysis, they are able to objectively examine changes that have taken place in their sector and in the larger world that may have an impact on their present operations.

Table 5

Level of Effectiveness of Strategic Planning in Terms of External Analysis

Statements	WAM	SD	I
1. Examines regulatory frameworks set out by government.	4.27	0.78	VE
2. Validates costing of the materials for projects.	4.34	0.69	VE
3. Considers changing legislation and policies by the local government and central government.	4.30	0.79	VE
4. Takes into account the demographic changes of the constituents.	4.24	0.78	VE
5. Gathers insights and concerns of external stakeholders.	4.22	0.76	VE
6. Analyzes the impacts of the external factors.	4.28	0.73	VE
Grand Mean	4.26	0.76	VE

Significant Difference in the Perceptions of the Employees on the Effectiveness of Strategic Planning When They Are Grouped According to Profile

Table 6

Summary of the Tests for Significant Difference in the Perceptions of Employees on the Effectiveness of Strategic Planning When Grouped According to Designation

Variables	<i>t – Test</i>	p-value	Decision
Effectiveness of Vision When Respondents are Grouped According to Designations	0.736	0.464	Not Significant
Effectiveness of Mission When Respondents are Grouped According to Designations	0.619	0.538	Not Significant
Effectiveness of Objectives When Respondents are Grouped According to Designations	0.251	0.802	Not Significant
Effectiveness of Internal Analysis When Respondents are Grouped According to Designations	0.478	0.634	Not Significant
Effectiveness of External Analysis When Respondents are Grouped According to Designations	1.352	0.181	Not Significant

CV = 1.664 df = 72 p = 0.05

Table 6 shows the results of the data analysis using t-test tool. As revealed by the table entries, the t-test of 0.736 was not significant at p-value of 0.464; t-value of 0.619 was not significant at 0.536; t-value of 0.251 was not significant at the probability level of 0.802; t-value of 0.478 at p=0.634 and t-value of 1.352 at p-value of 0.181 were not significant. The null hypothesis was not rejected. It can safe to say that there is no significant difference in the perceptions of the employees as to the effectiveness of strategic planning in terms of vision, mission, objectives, internal analysis and external analysis when the employees were grouped according to their designations.

The designations of the participants in this study included the staff and department heads. It can be said that being a staff or department head did not make any difference in how they viewed the effectiveness of the strategic planning. Both the staff and the department heads considered it very crucial for their organization to undertake strategic planning. The vision, mission, objectives, internal and external analysis were very effective in communication to the stakeholders and the constituents the purpose of the provincial government offices and departments, and in providing directions and promotion actions toward goal-oriented activities. Internal and external analyses were also considered very effective by both staff members and the department heads as parts of strategic planning.

Table 7

Summary of the Tests for Significant Difference in the Perceptions of Employees on the Effectiveness of Strategic Planning When Grouped According to Sex

Variables	<i>t – Test</i>	p-value	Decision
Effectiveness of Vision When Respondents are Grouped According to Sex	1.180	0.242	Not Significant

Effectiveness of Mission When Respondents are Grouped According to Sex	1.160	0.250	Not Significant
Effectiveness of Objectives When Respondents are Grouped According to Sex	1.471	0.146	Not Significant
Effectiveness of Internal Analysis When Respondents are Grouped According to Sex	1.230	0.199	Not Significant
Effectiveness of External Analysis When Respondents are Grouped According to Sex	1.098	0.276	Not Significant

There is no significant difference in the perceptions of the employees on the effectiveness of strategic planning when they were grouped according to their sex. This finding is derived from the test statistics analyses which pointed out that the t-value of 1.180 at p-value of 0.242; t-value of 1.160 at p-value of 0.250; t-value of 1.471 at p-value of 0.146; t-value of 1.230 at p-value of 0.199 and t-value of 1.098 at p-value of 0.276 were not significant. Male and female employee participants in this study have parallel perceptions that the different aspects of strategic planning like the organization's vision, mission, objectives, internal and external analyses were very effective.

Both groups of participants considered the different aspects of strategic planning as very vital for their provincial government agencies and departments' developmental tasks and projects. The employees described the aspects of strategic planning as coherent with each other so as to converge all their efforts in accomplishing their goals and projects.

Table 8

Summary of the Tests for Significant Difference in the Perceptions of Employees on the Effectiveness of Strategic Planning When Grouped According to Years of Service

Variables	<i>Kruskal – Wallis test</i>	p-value	Decision
Effectiveness of Vision When Respondents are Grouped According to Years of Service	2.223	0.695	Not Significant
Effectiveness of Mission When Respondents are Grouped According to Years of Service	2.645	0.619	Not Significant
Effectiveness of Objectives When Respondents are Grouped According to Years of Service	1.765	0.779	Not Significant
Effectiveness of Internal Analysis When Respondents are Grouped According to Years of Service	4.957	0.292	Not Significant
Effectiveness of External Analysis When Respondents are Grouped According to Years of Service	4.730	0.316	Not Significant

Tables 8 and 9 used the Kruskal-Wallis test to determine the significance of the difference in the perceptions of the employees on the effectiveness of strategic planning when they were grouped according to years of service.

As revealed in Table 8, the Kruskal-Wallis test H-value of 2.223 is not significant at p-value of 0.695; H-value of 2.645 is not significant at 0.619; H-value of 1.765 is not significant at p-value of 0.779; H-value of 4.957 is not significant at the probability value of 0.292; and the H-value of 4.730 is not significant at the probability level of 0.316. These analyses imply that the null hypothesis is not rejected. Thus, there is no significant difference in the perceptions of the employees as to the effectiveness of strategic planning when they were grouped according to their years of service.

It can be pointed out that employees, young and new as well as the older ones who have served for quite some time with the provincial government offices and departments have almost the same perceptions on the effectiveness of their organization's vision, mission, objectives, internal and external analyses as components of strategic planning. The younger ones may be dynamic as they are products of the new curricula with considerable number of innovations, however, those who have served the government offices for quite some time have gained equally level of competencies with the younger ones due to trainings and seminars or professional developments which they have attended. Given these scenarios, it is not surprising then that even with differences in the years of service, employees considered the importance of strategic planning in achieving what the organization has aspired for. Employees were cognizant of the crucial aspect of strategic planning in providing the quality of services and satisfying the customers and stakeholders.

Table 9

Summary of the Tests for Significant Difference in the Perceptions of Employees on the Effectiveness of Strategic Planning When Grouped According to Educational Attainment

Variables	<i>Kruskal – Wallis Test</i>	p-value	Decision
Effectiveness of Vision When Respondents are Grouped According to Educational Attainment	0.337	0.845	Not Significant
Effectiveness of Mission When Respondents are Grouped According to Educational Attainment	0.191	0.909	Not Significant
Effectiveness of Objectives When Respondents are Grouped According to Educational Attainment	0.496	0.781	Not Significant
Effectiveness of Internal Analysis When Respondents are Grouped According to Educational Attainment	0.540	0.763	Not Significant
Effectiveness of External Analysis When Respondents are Grouped According to Educational Attainment	0.013	0.993	Not Significant

The test statistics reveal that the computed H-value of 0.337 with p-value of 0.845; H-value of 0.191 at p-value of 0.909; H-value of 0.496 at p-value of 0.781; H-value of 0.540 at p-

value of 0.763 and H-value of 0.013 at p-value of 0.993 were all not significant. Hence, there is no significant difference in the perceived effectiveness of strategic planning in terms of vision, mission, objectives, internal and external analyses when the employees were grouped according to their educational attainment.

The differences in the educational attainment of the employees whether they were college graduate or have earned or even completed their master's degrees were not differentiating factor of how they viewed the effectiveness of strategic planning. Strategic planning has become a very significant tool in the continual improvement of the organization as well as in continually satisfying and providing quality and excellent services to their clients.

Organizational Performance

The level of organizational performance was perceived by the employees and was measured in terms of efficiency of internal process and goals realization. Tables 10 and 11 projects the perceptions of the employees as regards their organizational performance in terms of efficiency of internal processes and goals realization.

Efficiency of internal processes. In Table 10, it shows that most of the employees considered the efficiency of internal processes of their organization as very high. This is evident in the grand mean of their responses, 4.43 which is interpreted as "very high." The different departments of the organization ensured that work teams follow direction and were guided by the objective measures of success set by the departments. Along this line, there is a close monitoring of all activities and periodic evaluation is done so as to diagnose and evaluate lapses and miscalculations of tasks.

Other characteristics of efficiency of internal processes were also pointed out as very high efficiency level by the employees. These pertain to giving inputs to department heads, holding accountable, and focusing on most important activities. These imply that the employees considered it very important for them that they are well-guided in terms of accomplishing their projects and tasks as they are responsible and accountable for whatever favorable and unfavorable consequences of their undertakings and performance. In addition, employees can set their priorities given the objectives and targets as well as the available human and material resources of the organization.

Efficiency has something to do with comparing productivity to cost effectiveness when evaluating a business. This guarantees that the company is putting its resources to the best possible use in order to maximize productivity. Prior to beginning to implement a strategic plan, organizations can save time, money, and staff resources by ensuring that financing is available for predicted and unforeseen events, as well as for unforeseen events that may arise (Ong, 2016).

Performance implies the extent of achieving a job's purpose (Cascio, 2006). To quantify transactional efficiency and input/output efficiency, most academics used the term performance (Stannack, 1996). Organizational performance means defining and solving problems (Hefferman and Flood, 2000). According to Daft (2000), organizational performance is the ability to achieve goals effectively and efficiently. Ricardo (2001) claimed that high return on equity is achieved by establishing a competent employee performance management system.

Table 10

Organizational Performance in Terms of Efficiency of Internal Processes

Statements	WAM	SD	I
1. Ensures consistent quality.	4.39	0.66	VH
2. Eliminate bottleneck to enhance efficiency.	4.28	0.75	VH
3. Held accountable.	4.49	0.67	VH
4. Follow direction and objective measure of success set by the department.	4.53	0.60	VH
5. Focus on the most important activities.	4.42	0.72	VH
6. Give inputs to department heads.	4.49	0.71	VH
7. Set out and follow clear guidelines in resolving problems and handling emergency situations.	4.41	0.74	VH
Grand Mean	4.43	0.69	VH

Table 11 presents the perceptions of the employees of their organizational performance in terms of goals realization. The grand mean of 4.38 indicates that the employees considered their goals realization as very high.

Rose (2021) defined organizational goals as the objectives that organizations are seeking to achieve. Organizational goals are created in an attempt to achieve a desired state of profit and success. General organizational goals are found in the mission/vision statement of the company, but details of those goals are defined in the development plan. In this study, the employees noted that they have very high realization of their organizational goals. These are reflected how they prioritize their work, meet deadlines, plan and organize time and space and manage workload to complete their tasks on time.

It is true, according to the Indeed Editorial Team (2021), that defining goals can assist an organization feel more fulfilled while also achieving more success in their professional lives. Employees who set goals for themselves are more likely to succeed in completing large tasks or choosing a new career path. Setting goals and achieving them makes it easier for employees to concentrate on key activities since it directs their attention to the most critical phases in completing the tasks successfully. Employees who have been trained and are used to establishing and achieving goals might benefit from this as they develop a habit of success and continue to advance in their careers.

Table 11

Organizational Performance in Terms of Efficiency of Goal Orientation

Statements	WAM	SD	I
1. Plan and organize time and space.	4.35	0.63	VH
2. Prioritize work.	4.50	0.69	VH
3. Meet deadline	4.41	0.70	VH
4. Maintain an orderly space to stay on top of projects and assignments.	4.31	0.76	VH
5. Manage workload to complete assignments on time.	4.35	0.80	VH
Grand Mean	4.38	0.72	VH

Organizational Productivity

The level of organizational productivity as perceived by the employees is shown in Table 12. It is evident from the table entries that most of the employees considered the organizational productivity as very high. This is reflected in the grand mean of 4.32 which is interpreted as very high.

Foremost of the organization's productivity is shown in how their employees can provide satisfactory solutions and alternatives to clients' needs. Employees take time to learn the needs of their clients that is understanding what their clients are currently going through and why they are looking for a service professional like the employees. In this sense, it is highly valued that employees or staff need to be updated with the current trends, policies and approaches or the external environment and external factors so to provide the best solutions and alternatives to their clients' problems. In addition, staff should continually endeavor to get updates or professionally enhanced themselves through seminars and trainings.

It is also evident that most of the employees manifest their organization's productivity through making innovations. In this digital era, technology and innovations have a lot to offer to make one's career and services maintain its quality and productive. Strengthening connections with technology ushers and paves the way for employees to become creative and innovative and not solely relying on the organization's fixed services and products. Being innovative shows that employees are competitive and flexible with their services with the main goal of providing quality services and satisfaction to clientele.

Companies must train their employees to propose alternate options and avoid the easy "no" reaction if they are to provide a better client experience. It may necessitate some effort and inventiveness, but the results are well worth it. Employees can lessen the anxiety that comes when the perfect answer is not available by formulating problem-solving ideas and then explaining the situation in terms of possibilities. Some people are naturally inclined to think in this manner, which results in a positive customer experience. Their approach is to first think about it, and if the answer is "no," they will then provide some viable alternate alternatives. When employees provide great customer service, they provide an opportunity to build a relationship with customers in situations where employees or staff were unable to directly satisfy the customer's request (Shapiro, 2016).

Table 12

Organizational Productivity

Statements	WAM	SD	I
1. I can make innovations.	4.36	0.65	VH
2. I can create new solutions to clients' problems.	4.28	0.71	VH
3. I am satisfied with the quality of my work.	4.24	0.77	VH
4. Outputs of my work are utilized in other projects and activities.	4.27	0.78	VH
5. Outputs of my work are utilized to its full potential.	4.19	0.79	H
6. I complete my assigned tasks at allocated time.	4.42	0.66	VH
7. Other stages of work are completed at allocated time.	4.28	0.67	VH
8. My clients are satisfied with what they derived from my	4.31	0.66	VH

work.

9. I can provide satisfactory solutions and alternatives to client's needs. 4.49 0.62 VH

Grand Mean 4.32 0.70 VH

Tests for the Significant Relationship Between the Level of Effectiveness of Strategic Planning and Organizational Performance

Table 13

Summary of the Tests for Significant Relationship Between the Perceptions of Employees on the Effectiveness of Strategic Planning and Organizational Performance in terms of Efficiency of Internal Processes

Variables	<i>Spearman rho</i> Correlation Coefficient	t-value of r	p	Decision
Effectiveness of Vision and Efficiency of Internal Processes	0.697	8.248	0.0	Significant
Effectiveness of Mission and Efficiency of Internal Processes	0.731	9.090	0.0	Significant
Effectiveness of Objectives and Efficiency of Internal Processes	0.756	9.800	0.0	Significant
Effectiveness of Internal Analysis and Efficiency of Internal Processes	0.734	0.171	0.0	Significant
Effectiveness of External Analysis and Efficiency of Internal Processes	0.732	9.117	0.0	Significant

The Spearman rho correlation coefficient determination yielded the following r_s values: 0.697, 0.731, 0.756, 0.734, and 0.732 which are all significant at p-value of 0.000. The comparison of the t-values of r (8.248, 9.090, 9.800, 9.171, and 9.117) and the critical t-value of 1.664 at 72 degrees of freedom strengthens the significance of r coefficients. This implies that the null hypothesis is rejected. Hence, there is a significant relationship between the perceived effectiveness of strategic planning in terms of vision, mission, objectives, internal analysis, external analysis, and organizational performance in terms of efficiency of internal processes.

The findings pointed out that effective strategic planning is vital for the organization to become efficient in terms of its internal processes. Effective strategic planning takes into account effective communication of the goals and purposes of the organization, provision of direction and actions towards goal-oriented activities, assessment of the current state of performance or accomplishment with the target performance indicators, and consideration of external policies and factors. These are all relevant and essential undertakings to achieve efficient internal processes.

Strategic planning is the process by which an organization develops a collective identity and a strategic direction. Participants work through a coached process to identify internal concerns within their organization and strategies for increasing organizational capability. In

addition to the fact that determining strategy is a necessary step before moving on to implementation (action) planning, one of the most effective benefits of strategic planning is that it is done in collaboration with the board of directors, staff, and other key stakeholders.

Table 14

Summary of the Tests for Significant Relationship Between the Perceptions of Employees on the Effectiveness of Strategic Planning and Organizational Performance in terms of Goals Realization

Variables	<i>Spearman rho</i> Correlation Coefficient	t-value of r	p	Decision
Effectiveness of Vision and Goals Realization	0.690	8.090	0.0	Significant
Effectiveness of Mission and Goals Realization	0.791	10.97	0.0	Significant
Effectiveness of Objectives and Goals Realization	0.763	10.016	0.0	Significant
Effectiveness of Internal Analysis and Goals Realization	0.762	9.986	0.0	Significant
Effectiveness of External Analysis and Goals Realization	0.764	10.047	0.0	Significant

The t-value (8.090) of r_s (0.690); t-value (10.970) of r_s (0.791); t-value (10.016) of r_s (0.763); t-value (9.986) of r_s (0.762); t-value (10.047) of r_s (0.764) exceed the critical t-value of 1.664 at the probability value of 0.05 with 72 degrees of freedom. This suggests the rejection of the null hypothesis. Thus, there is a significant relationship between the perceived effectiveness of strategic planning in terms of vision, mission, objectives, internal analysis, and external analysis, and organizational performance in terms of goals realization. Strategic planning brings corporate goals and objectives to life, and employees are better able to comprehend the relationship between their own performance, the success of the organization, and their compensation as a result. This leads to more innovation and creativity among both employees and management, which in turn promotes the company's further growth.

Tests for Significant Relationship Between the Level of Effectiveness of Strategic Planning and Organizational Productivity

Table 15

Summary of the Tests for Significant Relationship Between the Perceptions of Employees on the Effectiveness of Strategic Planning and Organizational Productivity

Variables	<i>Spearman rho</i> Correlation Coefficient	t-value of r	p	Decision
Effectiveness of Vision and Organizational Productivity	0.644	7.143	0.0	Significant

Effectiveness of Mission and Organizational Productivity	0.680	7.869	0.0	Significant
Effectiveness of Objectives and Organizational Productivity	0.675	7.763	0.0	Significant
Effectiveness of Internal Analysis and Organizational Productivity	0.752	9.680	0.0	Significant
Effectiveness of External Analysis and Organizational Productivity	0.684	7.956	0.0	Significant

There is a significant relationship between the perceptions of the employees on the effectiveness of strategic planning in terms of vision, mission, objectives, internal analysis and external analysis and organizational productivity. This is drawn from the findings that shows that the Spearman rho correlation coefficients of 0.644, 0.680, 0.675, 0.752, and 0.684 were all significant at the probability value of 0.00. The null hypothesis is rejected. The findings were also confirmed through an empirical review of the study made by Akpan (2010) which found that strategic planning affects positively the productivity of organization especially on efficiency of the organization in terms of making innovations, creating new and alternative solutions to clients' problems and challenges as well as ensuring that work outputs are fully utilized by the organization.

Tests of Significant Relationship Between the Organizational

Performance and Productivity

Table 16

Summary of the Tests for Significant Relationship Between the Organizational Performance and Organizational Productivity

Variables	<i>Spearman rho</i> Correlation Coefficient	t-value of r	p	Decision
Efficiency of Internal Processes and Organizational Productivity	0.641	7.086	0.0	Significant
Goals Realization and Organizational Productivity	0.685	7.978	0.0	Significant

The Spearman rho correlation coefficient of 0.641 and 0.685 were all significant at probability level of 0.00. The null hypothesis is rejected. Hence, there is a significant relationship between the organizational performance in terms of efficiency of internal processes and goals realization and organizational productivity.

The overall effectiveness of an organization is influenced by the internal procedures of that company. Identifying opportunities to improve internal processes assists in the creation of a highly efficient organization. It is necessary to identify the underlying reasons. Methods for identifying root causes may necessitate extensive investigation or may be readily obvious in the context of a big problem inside the organization. When it comes to public sector organizations, organizational productivity is about measuring and increasing the efficiency and effectiveness of the organization.

CONCLUSIONS

The vision of the organization was very effective as this serves as communication tool, provides motivation and inspires constituents to keep on going and to achieve the purposes of the organization. The employees noted that the objectives of their organization are very effective in providing direction and promoting actions toward goal-oriented activities; very effective internal analysis in evaluating their accomplishment, identifying gaps and analyzing tasks and goals; and very effective external analysis in various activities like evaluation and validating costings of the material resources of projects implementation, monitoring and keeping track of the changes in the budget and financial allocations of projects of the provincial government. The employees considered the different aspects of strategic planning very effective despite the differences in their designations, years of service, and educational attainment. The internal processes of the organization were very effective as different departments of the organization ensured that work teams follow direction, there is guidance to maintain success of objective measures and there is a close monitoring of all activities and periodic evaluation. Goals realization was also very high. The organization's productivity is very high as employees can provide satisfactory solutions and alternatives to clients' needs. Effective strategic planning is vital for the organization to bring corporate goals and objectives to life, encourage more innovation and creativity, and promotion of company's growth.

RECOMMENDATIONS

The department heads of the provincial government should discern on which areas in effective strategic planning can affect positive competence to both the workers and the management. The institutions should revisit their policies to implement and monitor operational objectives. The organization should formulate enhancement activities or professional development for their employees to optimize their performance and productivity. The future researches may be undertaken using other performance indicators of long-term development programs of an organization to evaluate the effectiveness of strategic planning. Government departments should make an excellent benchmark to gauge the organization's success in an objective way, to identify flaws in resource allocation and planning, and to gather insights and concerns of external stakeholders.

i. REFERENCES

- ii. Thune, S.S. and R.J. House, 1999. Where long-range planning pays off. *Business Horizons*.
- iii. Ansoff, H.I., C.C. Miller and L.B. Cardinal, 2001. Planning and firm performance planning and firm performance a synthesis of more than two decades of research. *Acad. Manage. J.*, 37: 1649-1665
- iv. Herold, D.M., 2001. Long range planning and organizational performance a cross validation study. *Acad. Manage. J.*, 18: 91-102.

- v. Thompson, A. and A. Strickland, 1997. Strategic Management. Business Publications, Plano.
- vi. Ong, Cara. (2016). How to measure the success of your strategic plan. Strategic Planning. Retrieved: <https://www.resume.com/career-advice/career-development/goal-oriented/#:~:text=Here%20are%20some%20examples%20of%20goal-oriented%20skills%3A%20The,manage%20your%20workload%20to%20complete%20assignments%20on%20time.>
- vii. Cascio, Wayne F. (2006). The economic impact of employee behaviors on organizational performance. <https://www.scribd.com/document/407019326/Cascio-W-F-2006>
- viii. Stannack, P. (1996), "Perspectives on Employee Performance", *Management Research News*, Vol. 19 No. 4/5, pp. 38-40. <https://doi.org/10.1108/eb028456>
- ix. Hefferman, Margaret M., and Food, Patrick C. (2000). An exploration of the relationships between the adoption of managerial competencies, organizational characteristics, human resource sophistication and performance in Irish organizations. *Journal of European Industrial Training*. ISSN: 0309-0590. Retrieved: <https://www.emerald.com/insight/content/doi/10.1108/03090590010321098/full/html>
- x. Daft, R.L. (2000) *Organization Theory and Design*. 7th Edition, South-Western Publishing, Ohio.
- xi. Rose, Arielle (2021). What are organizational goals? Retrieved from: <https://study.com/academy/lesson/what-are-organizational-goals-definition-types-examples.html>
- xii. Indeed Editorial Team (2021). Setting goals at work: benefits and tips. Retrieved from: <https://www.indeed.com/career-advice/career-development/set-goals-at-work>
- xiii. [12] Shapiro, Richard R. (2016). The center for client retention (TCFCR). Provide alternative solutions to create a better customer experience. Retrieved from: <https://www.thinkcx.co.uk/latest-thinking/provide-alternative-solutions-to-create-a-better-customer-experience/>
- xiv. Akpan, Charles P., and Archibong, Ijeoma A. (2012). Personality variables as predictors of leadership role performance effectiveness of administrators of public secondary schools in Cross River State, Nigeria. *International Education Studies*. Retrieved: <https://eric.ed.gov/?id=EJ1066912>.